

PMW 205
Naval Enterprise Networks

NEXT GENERATION ENTERPRISE NETWORK (NGEN)
INCREMENT 1

Award Fee Plan

Attachment 3

Version: 0.1

DATE: 23 September 2011

Program Executive Office Enterprise Information Systems

Program Manager, Naval Enterprise Networks

1325 10th Street, SE, Suite 301

Washington, DC 20374

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1. INTRODUCTION

The purpose of this document is to outline the overall strategy, define responsibilities, establish procedures, and to identify criteria for determining Award Fee applicable to the Contractor under this contract. The primary objectives of the Award Fee Plan are to motivate the Contractor to provide products and services that exceed customer requirements and to focus the Contractor's efforts in desired areas. Specifically, the Government's purpose in granting an Award Fee is to encourage and reward Contractor performance that exceeds contract requirements directed toward technical, transition and management performance of this contract. This plan describes contract performance measures and provides an explanation of data sources, methodology, and performance thresholds associated with applicable Award Fees.

1.1 Basis for Award Fee

1.1.1 The Government will assure that the Contractor is given the opportunity to understand the basis for the award amount. The Award Fee basis, being mostly subjective in nature, will allow continuous performance monitoring associated with the Award Fees. In addition to any profit to be paid under the provisions of the contract, the Contractor may earn an Award Fee not to exceed the amount set forth in Section B of the contract. The fee set forth in Section B shall not be increased except as a result of an increase in the scope of effort required under the contract.

1.1.2 Since any portion of the Government Award Fee for each evaluation period must be earned, the Contractor begins each evaluation period with an initial earned amount of 0% of the available Award Fee. The Award Fee is not guaranteed in part or whole. There is no rollover of any unearned fees; meaning that any Award Fee unearned in any period shall not be added to the amount of Award Fee available in any subsequent period. There is no invoicing of Award Fee prior to a final determination of the Fee Determining Official (FDO) and execution by the Procuring Contracting Officer (PCO) of a Task Order establishing the Contract Line Item Number (CLIN) for ordering. The Contractor shall be paid the amount of the awarded fee, if any, upon submittal of a proper invoice. *Award Fee is not subject to the termination clauses of this contract. In other words, costs associated with the Award Fee process are not reimbursable under this contract.*

1.1.3 The Contractor's performance will be evaluated by performance metrics identified in the contracts' Service Level Requirements (SLRs) and Organizational Level Agreements (OLAs). Continuous evaluation of performance will serve to advise Contractor of trends indicating strengths and/or weaknesses that might result in increases or decreases of Award Fee earned during evaluation periods. Also, the Government will assure fairness of evaluation, and prompt and consistent feedback. This process will form the basis for Award Fee disbursements based on the final FDO determination. The details for evaluation are set forth in the paragraphs that follow.

1.2 Determination of Award Fee

1.2.1 Determination of Contractor's performance and Award Fee eligibility will be based on attainment of the objective and subjective performance measures outlined in this plan, and further explained in the Quality Assurance Surveillance Plan (QASP), attached to the contract. The Award Fee will be based on the Government's assessment of the quality of the contractor's performance for a given evaluation period, limited to Contractor's activities and functions in performance as defined in this contract.

1.2.2 Calculation of the Government ratings: Award Fee percentages for performances are outlined herein. Award Fee determination ranges from 0 to 100%. The specific details for the method in which the overall performance is determined is set forth herein. Contractor's actual performance in each period will be compared to the specific performance measures set forth in the PWS document.

1.2.3 Must perform to the minimum "Threshold" requirements and seek to meet objectives. The Contractor will be required to perform to the minimum "Threshold" requirements identified in the QASP (attached to the contract). To be eligible to receive Award Fee profit, the contractor must display performance that exceeds the minimum "threshold" requirements. Through exceeding these criteria, the Contractor can earn up to the maximum Award Fee available for that period.

1.2.4 If the Contractor fails to maintain an acceptable level of performance, the Contractor will not earn an Award Fee for that criteria during the evaluation period. The Contractor will not be held responsible for failure to achieve performance measurements outlined in the PWS for reasons directly attributable to the Government. Potential disagreements in this area are not subject to the Disputes provision of this contract.

1.3 Award Fee Plan Change Procedure

1.3.1 Unilateral Changes to the Award Fee Plan. Unilateral changes may be made to the evaluation factors and their weightings in the Award Fee plan if the Procuring Contracting Officer (PCO) provides the contractor written notification fifteen (15) days prior to the start of the period for which the change is intended to start. Changes made after that time or during a current period can only be made via bilateral modification to the contract.

1.3.2 Bilateral Changes to the Award Fee Plan. Changes via a bilateral agreement, representing mutual agreement of the parties, will occur when the Government desires a change to the Award Fee Plan after the time frame specified above. In the event a mutual agreement cannot be reached, the Government and Contractor agree that the PCO will implement the change, pending closure through the Alternate Disputes Resolution process. The Contractor's inputs for recommended plan changes will be due to the PCO no later than 60 calendar days prior to the start of the next evaluation period.

2. ORGANIZATION AND RESPONSIBILITIES

The Award Fee evaluation team (*Table 2.1*) includes a Fee Determining Official (FDO), a Performance Evaluation Board (PEB) including a Chairperson and the PCO or his representative, and PEB Members including Quality Assurance Evaluators (QAEs), PEB Advisory Members, and the Award Fee Recorder. The PEB Chairperson and all PEB members will be appointed by the FDO. The FDO makes the final determination regarding amount of Award Fee earned during the evaluation period and ensures the award-fee process integrity is maintained. The PEB provides an objective, impartial view of the contractor's performance to the overall process.

Table 2.1 Award Fee Evaluation Team

Award Fee Evaluation Team	
FDO	
PEB Chairperson	
PEB Advisory Member(s)	
PEB Recorder	
PEB Contracting Officer	
Performance Manager(s) (QAEs)	

2.1 Fee Determining Official (FDO)

The FDO will be the NGEN Program Manager for NEN PMW 205. The FDO shall make determinations of the Award Fee due to the Contractor based upon the performance evaluation recommendations as presented by the Performance Evaluation Board (PEB). Determinations of the FDO with respect to the amount of the total fee to be paid to the Contractor and the methodology for determining the total fee are unilateral decisions made solely at the discretion of the Government (FAR16.401(e)(2)).

The FDO will:

2.1.1 Appoint the PEB Chairperson and approve appointments to the PEB.

2.1.2 Approve the Award Fee Plan and changes to the Award Fee Plan, and/or associated Award Fee criteria or methodology of determining amount(s) of Award Fee.

2.1.3 Convene and Performance Evaluation Board.

2.1.4 Review the recommendations of the PEB, consider all pertinent data, and determine the amount of Award Fee earned for each period.

2.1.5 Notify the Contractor, in writing, of the amount of Award Fee for each Award Fee period with a description of the Contractor's strengths, areas for improvement, and what is expected in the future.

2.1.6 Authorize the Procuring Contracting Officer (PCO) to make payment.

2.2 Performance Evaluation Board (PEB)

The purpose of the PEB is to evaluate the Contractor's overall performance for the Award Fee period, leading to a recommended Award Fee amount to the FDO. The PEB will evaluate the Contractor's performance according to the standards and criteria stated in this document. Membership and chair of the PEB will be appointed by the FDO.

PEB responsibilities include:

2.2.1 Evaluate Contractor performance based upon indicators of technical, transition, and management performance, to include Quality Assurance Evaluator reports and other additional performance information as may be obtained from the Government data, the Contractor and other sources as determined by the government.

2.2.2 Submit a PEB Report (PEBR) to the FDO stating the Board's findings and determinations for each evaluation period. The PEBR will include any member requested findings and/or determinations.

2.3 PEB Chairperson

The PEB Chairperson is responsible for the overall functioning of the PEB in the performance of its members. In addition to being a participatory member of the PEB, the Chairperson will:

2.3.1 Chair and convene the PEB.

2.3.2 Provide executive-level feedback to Contractor on a regular basis in accordance with the areas of evaluation and criteria in the Award Fee Plan.

2.3.3 Appoint a PEB Recorder.

2.3.4 Recommend Award Fee Plan changes to the FDO.

2.3.5 Present the PEB's recommended rating to the FDO.

2.4 PEB Advisory Members

PEB Advisory Members are selected as appropriate to provide customer input and subject matter expertise to other PEB members.

2.5 PEB Members

The PEB Members will:

2.5.1 Participate in the PEB meetings and briefings.

131 **2.5.2** Recommend changes to the Award Fee Plan.

132 **2.5.3** Maintain written records of Contractor's performance within their assigned evaluation
133 areas.

134 **2.5.4** Review performance reports for submission to the Award Fee Recorder.

135 **2.5.5** Review evaluation reports and recommend the rating and Award Fee amount to the PEB
136 chair and the FDO.

137 **2.6 PEB Recorder**

138 The PEB recorder is a non-voting member with additional duties and is responsible for
139 coordinating the administrative actions necessary to manage the PEB activities and implement
140 the PEB findings.

141 The PEB Recorder will:

142 **2.6.1** Manage all activities associated with the PEB process including scheduling and assisting
143 with internal evaluation milestones, such as briefings. Notify PEB members of when and
144 what required reports/briefings are due.

145 **2.6.2** Maintain and update the Award Fee Plan as approved by the FDO.

146 **2.6.3** Receive, process and distribute evaluation reports from all required sources.

147 **2.6.4** Consolidate assessments and recommendations for presentation to the PEB and FDO at
148 both the mid-term and final award (semi-annual and annual) fee evaluation periods.

149 **2.6.5** Document and maintain PEB activities in official files. Maintain the official Award Fee
150 files and internal procedures and other documentation having a bearing on the FDO's
151 decision.

152 **2.6.6** Record and distribute minutes of the PEB meetings (a copy of which will be provided to
153 the Contracting officer for retention in the contract file).

154 **2.7 Procuring Contracting Officer (PCO)**

155 The PCO is the liaison between Contractor and Government personnel on all issues. They will
156 issue contract modifications as necessary to support the AF process and will notify the
157 Contractor of the initial and final performance findings, forwarding FDO decision with regard to
158 the Award Fee Determination and will maintain the contract file. The PCO is a non-voting
159 member of the PEB.

160 The PCO will:

161 **2.7.1** Act as the liaison between the Contractor and Government personnel.

2.7.2 Prepare FDO Award Fee determination letter along with a description of Contractor's performance, strengths, weaknesses, improvement areas, and expectations for future performance.

2.7.3 Execute changes to the contract that make changes to the Award Fee Plan, the methodology in which any Award Fee is determined and distributed, or changes to the Award Fee pool available for Award Fee consideration.

2.8 Performance Managers (Quality Assurance Evaluator(s) (QAEs))

Performance Managers will be assigned by the PEB Chair. Performance Managers responsibilities include:

2.8.1 Be familiar with the contract requirements and this Award Fee Plan and the QASP, especially the performance rating criteria for their assigned evaluation area(s).

2.8.2 Recommend changes to the Award Fee Plan; e.g., Award Fee pool reallocations, and criteria for weighting of performance areas, through the Award Fee Recorder.

2.8.3 Conduct assessments according to contract requirements and the QASP, assuring evaluations are fair and accurate. Understand and monitor Contractor's performance levels and the performance requirements necessary to achieve each level of performance as defined in the PWS and QASP.

2.8.4 Maintain written records of Contractor's performance, "performance report" in their assigned evaluation area(s) that details specific examples where (1) improvement is necessary or desired; (2) improvement has occurred; and (3) performance is below, meets or exceeds contract requirements.

2.8.5 Prepare evaluations of Contractor performance for submission to and review by the PEB for each evaluation period in accordance with the standards and criteria stated below. The evaluation will include a recommendation to the PEB as to the adjectival rating. The numerical score is based on an established process and grading criteria that is reviewed and approved by the FDO, prior to the report submission.

2.8.6 Review and coordinate evaluation reports prepared by PEB recorder, for each period based on the processes outlined in the QASP for the Award Fee areas of evaluation.

2.8.7 Provide briefings and/or required reports to the Award Fee Recorder in preparation for performance evaluations and Award Fee determination. Be prepared to brief the PEB on their specific QAE assigned evaluation area(s).

3. AWARD FEE EVALUATION PROCESS

Contractor will be subject to a Firm Fixed Price / Award Fee (FFP/AF) program, which recognizes minimum acceptable performance and rewards Contractor for increased levels of performance. The contract contains the required services (thresholds) and levels of performance that will be evaluated by this Award Fee Plan. The specific process for determining Contractors' performance and corresponding Award Fee is set forth in paragraphs of this plan and the QASP. Objective and subjective assessments will be used to evaluate Contractor's overall performance and corresponding Award Fee during each evaluation period. The purpose of the performance evaluations is to jointly assess the Contractor's performance during the period, to identify strengths and improvements that occurred during the period, and to recommend an appropriate Award Fee to be paid to Contractor, when justified.

3.1 Contractor Self Assessment

Within fifteen (15) days after the end of an evaluation period, the Contractor shall furnish to the PCO a self assessment for each performance area under review, including any information that may be reasonably required to assist the PEB in evaluating the Contractors' performance for the evaluation period. This self assessment may not exceed 20 pages in length.

3.2 PEB Evaluation Process

3.2.1 Establish A Schedule. Fourteen (14) days prior to the end of the evaluation period the PEB Recorder will establish a schedule for each required evaluation process step and notify the QAEs, and PEB Members of the upcoming Award Fee process requirements.

3.2.2 Collect QAE Performance Assessments. QAEs will submit a coordinated performance assessment of each area of emphasis to the PEB Recorder. The assessment will be prepared cooperatively by the QAE for the area and reflect a recommended rating and areas of improvement for each area of emphasis. The PEB Recorder will compile an evaluation report with recommended Award Fee Adjectival Rating for review by the QAEs.

3.2.3 Conduct PEB Evaluation and Review Performance Assessment Results. The PEB evaluation will occur within fifteen (15) business days after due date for the Contractors' self assessment. The Board may consider reports, both oral and written, from all interested parties. Performance assessment results and supporting rationale will be reviewed, integrated, and the Board will arrive at a consensus on the performance rating.

3.2.4 Record PEB discussions. The PEB Recorder will record PEB discussions and deliberations in detailed minutes. These minutes, when combined with the briefings, will provide a clear and concise record of the events leading to the FDO decision. The minutes and briefings comprise the official file to provide the support necessary to substantiate the Award Fee decision.

3.2.5 Present the Board's Findings to the FDO. Not more than thirty-five (35) days after the evaluation periods, the rating will be compiled by the PEB Chair, who will then develop and forward overall recommendation to the FDO for use in determining Award Fee(s). The PEB Chair will present the Government's assessment of strengths, improvement areas, and recommended ratings to the FDO. The board recommendation to the FDO will include supporting reasons, rationale and justifications. Any dissenting recommendations maybe included as determined by the board member. At that time, the PEB may also recommend any significant changes to the Award Fee Plan for FDO approval.

3.2.6 Notify Contractor(s) of FDO Final Determination. The FDO makes the final determination and, through the PCO, will notify Contractor(s) in writing of the Award Fee earned with an evaluation of Contractors' performance. This letter will inform the Contractor of the earned Award Fee amount and provide desired feedback.

3.2.7 Receive written responses. The Contractor(s) can then provide a written response or acceptance of the evaluation findings to the PCO within seven (7) days. The FDO will consider these comments when establishing the Award Fee earned. The Contractor shall be provided an opportunity to address any ratings to the PEB.

3.2.8 Provide Final Performance Evaluation and Determination. The FDO will provide the PCO a final performance evaluation and determination of the Award Fee earned for that period within seven (7) days after receipt of the Board's findings or the Contractor's written comments, whichever is later. The FDO awards the appropriate fee no later than forty-five (45) days after the evaluation period.

3.2.9 Issue Unilateral Task Order. The FDO will authorize the Procuring Contracting Officer (PCO) to award the determined fee. The PCO will issue a unilateral Task Order / contract modification for the payment of the Award Fee to Contractor within fifteen (15) days after receiving authorization from the FDO. The goal is to have the Award Fee payment to Contractor sixty (60) days from the end of the period.

The PEB Chairperson may discuss with Contractor, at an executive level, the decision of the FDO. However, the determination is a unilateral decision made solely at the discretion of the Government.

4. EVALUATION PERIODS AND AVAILABLE FEE POOLS**4.1 Award Fee Pool Available**

The available Award Fee Pool for each evaluation period for this contract is set forth below. All Award Fee determinations are independent of other determinations for the NGEN program. The contractor may earn a total Award Fee amount of up to \$XX over the entire period of performance of the contract, if all options are exercised. The government may unilaterally change the weightings of the factors from period to period.

Table 3.1.1 Award Fee Pool and Award Fee Evaluation Periods

Year	Fiscal Year	Evaluation Period	Term	Dates	% Annual Award Fee Available for the Period	Allocated Fee Pool
Base Year	FY 13	1	Final	1 Dec 2012 – 30 Sept 2013	100%	\$x M
Option One	FY 14	2	Mid-term	1 Oct 2013 – 31 Mar 2014	65%	\$x M
		3	Final	1 Apr 2014 – 30 Sept 2014	35%	
Option Two	FY 15	4	Mid-term	1 Oct 2014 – 31 Mar 2015	70%	\$x M
		5	Final	1 Apr 2015 – 30 Sept 2015	30%	
Option Three	FY 16	6	Mid-term	1 Oct 2015 – 31 Mar 2016	30%	\$x M
		7	Final	1 Apr 2016 – 30 Sept 2016	70%	
Option Four	FY 17	8	Mid-term	1 Oct 2016 – 31 Mar 2017	30%	\$x M
		9	Interim	1 Apr 2017 – 30 Sept 2017	70%	\$x M
	FY 18	10	Final (Annual)	1 Oct 2017 – 31 Dec 2017	100%	\$x M

5. ADJECTIVAL EVALUATION RATING CRITERIA

In recognition of the change in metrics application from a monolithic approach under the continuity of services contract (COSC) to a segmented approach under the respective naval enterprise networks (NEN) contract, a transition period will be required. Therefore, the performance metrics for year 1 will be different from the metrics for year 2. The Adjectival Rating will be assigned with the respective Award Fee percentage and evaluation criteria, as follows:

Table 7.0 Adjectival Rating Table

Adjectival Rating	% Award Fee	Pool Earned Description
Excellent	91-100%	Contractor has exceeded almost all of the award-fee criteria and has met overall schedule and technical performance requirements of the contract as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period. Of exceptional merit; exemplary performance in an efficient and economical manner.
Very Good	76-90%	Contractor has exceeded many of the award-fee criteria and has met overall schedule and technical performance requirements of the contract as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period. Very efficient performance, fully responsive to contract requirements; accomplished in a relatively efficient and economical manner; only minor deficiencies.
Good	51-75%	Contractor has exceeded some of the award-fee criteria and has met overall schedule and technical performance requirements of the contract as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period. Effective performance; fully responsive to contract requirements; reportable deficiencies but with little adverse impact on overall performance.
Satisfactory	No Greater than 50%	Contractor has met overall schedule and technical performance requirements of the contract as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period. Effective performance and responsive to contract requirements, with some minor deficiencies.
Unsatisfactory	0%	Contractor has failed to meet overall schedule and technical performance requirements of the contract as defined and measured against the criteria in the award-fee plan for the Award Fee evaluation period.

A rating of *Unsatisfactory* means the Contractor is *not entitled to any* Award Fee for that evaluation period.

6. EVALUATION FACTORS

The following criteria shall be used to evaluate the Contractors' performance for each factor listed below.

#	Evaluation Factors	% Allocated from Award Fee Pool
1	Technical Performance	15%
2	Transition Support	55%
3	Management Performance	30%

If the PCO does not give specific notice in writing to the Contractor of any change to the evaluation criteria prior to the start of a new evaluation period, then the same criteria listed for the preceding period will be used in the following Award Fee evaluation period.

6.1 Technical Performance

In accordance with prescribed Service Level Requirements (SLRs) and metrics, the Contractor will be expected to sustain operations and deliver uninterrupted services. The Contractors' technical performance during each evaluation period will be judged in the following key areas: End User and Network end-to-end performance, reliability, responsiveness, availability and security. Specific areas exceeding thresholds for technical performance that will be assessed for the performance period include (see the *SLRs and QASP for supplementary threshold and objective criteria*):

6.1.1 Enterprise Messaging Services: In accordance with SLRs, exceeding thresholds on the effectiveness of their support for the operation and maintenance of elements that support Enterprise Messaging, including E-mail service availability, E-mail client responsiveness, E-mail server availability, and efficient use of other services supporting the Management Domains and the performance of messaging services to include availability and delivery metrics in accordance with SLRs.

6.1.2 Electronic Software Delivery Services. In accordance with SLRs, exceeding thresholds in success of software patches, updates and upgrades delivered to end user devices, servers and appliances. Excludes all anti-malware signature and software updates.

6.1.3 End User Computing Services, to include Desk Side Support Services, Directory Services, Network Access Control Services, Remote Access Services, and Boundary, DMZ and Communities of Interest (COI) Services. In accordance with SLRs, noting areas that exceed thresholds.

a. The Government will evaluate the Contractor on the effectiveness of their support for the operation and maintenance of fixed computing hardware and software to support end users including; Network Problem resolution for large sites, Small sites, VSSD sites; and Problem Resolution for Access to Government Applications and efficient use of other services supporting the Management Domains.

b. End User Problem resolution. The Government will evaluate the Contractor on the effectiveness of their problem resolution support to provide end users technical assistance with installation, operation, maintenance and troubleshooting of computer hardware, software, or other electronic or mechanical devices.

6.1.4 Security Services: Continued management of network security as demonstrated, at a minimum, by the completeness of Information Assurance Vulnerability Management execution, the responsiveness to Government Directed Actions (GDAs), and the occurrence of any external penetrations or malware in the environment under the control of the contractor. An overall performance evaluation and Award Fee determination of zero may be made for any evaluation period in which there is a major breach of network

security. The Contractor's performance during each evaluation period under this area will be judged in the following key security areas:

a. Security Configuration and Management Services: In accordance with SLRs, exceeding thresholds in the quality of the security management and support including efficient remediation of elements that are out of compliance, effective support of DIACAP, efficient resolution of configuration problems and anomalies, efficient use of other services supporting the Management Domains, compliance verification and quality of C&A documentation metrics.

b. Malware Detection and Protection Services: In accordance with SLRs, exceeding thresholds in the quality of the operations and maintenance of all Management Domains anti-virus, anti-malware and intrusion prevention/detection equipment, including efficient use of other services supporting the Management Domains , and support for enforcement of government policy and procedures.

6.1.5 Enterprise Engineering Design and Support Services: The Government will evaluate the Contractor on the effectiveness of engineering and technical support for enterprise services, systems, infrastructure, efficient use of other services supporting the Management Domains enterprise, provisioning of data and resources, and synchronization of business operational functions to include the quality of engineering products and efficiency in process support for areas such as change and configuration management.

6.1.6 Testing & Evaluation (T&E): The Government will evaluate the Contractor on their effective execution of testing services and support, inclusive of quality test results, compliance with technical and operational thresholds, effective communication and meeting planning goals and schedules.

6.1.7 Optional Hardware and Software Services: The Government will evaluate the Contractor on the effectiveness of their support for the operation and maintenance of optional hardware and software to support end users including efficient use of other services supporting the Management Domains.

6.1.8 TXS unique factors: Specific areas that will be evaluated for exceeding TXS thresholds for technical performance include (see the SLRs):

a. BAN / LAN services. The Government will evaluate the Contractor on the effectiveness of their support for the operation and maintenance of elements that support BAN/LAN Utilization, Network Incident Resolution, Availability, and latency, and efficient use of other services supporting the Management Domains.

b. Security.

6.2 Transition Support

In accordance with NGEN guiding principles and design criteria, the overarching transition goals are to: maintain continuity of service, provide increased level of Government control, maintain information security, minimize time to transition, and remain within budget. The Contractors' performance in this factor will be evaluated based on its effectiveness in assisting the Government with the planning, preparing, and executing of Phase-In and Phase-Out transition services provided under the contract to Successor Providers, either Government personnel or Contractor. The over-riding goal of transition is to maintain uninterrupted, quality services (e.g., security, functionality, and performance) to Navy commands and end users.

The Navy and Marine Corps will have different transition approaches consistent with their GOCO and GOGO models. The Contractor shall complete a successful transition and be accomplished in the use of NGEN processes, procedures, and tools currently implemented to provide these services.

6.2.1 Transition Services.

In accordance with the prescribed QASP and metrics, the Contractors will be expected to provide Transition Services to Phase-In the NGEN infrastructure and services. The Contractors transition performance during each evaluation period will be judged in the following key areas: Continuity of Operations, Cooperation and Integration, and Transition Services; which is further decomposed into Phase-In Services and Phase-out Services.

6.2.1.1 Continuity of Operations.

The Contractors shall ensure continuity of services during the transfer of service delivery responsibilities. In accordance with Section 6.1 Technical Performance, the Contractor will be expected to sustain operations and deliver uninterrupted services for the portion of NGEN services and sites for which they have assumed full operational responsibility.

6.2.1.2 Cooperation and Integration.

The Contractors' ability to team and standardize processes, tools, and system interfaces for the purposes of timely information exchanges and seamless integration will be evaluated. The Contractors' level of cooperation and integration of people and processes will be judged in the areas of assistance, engagement, and accountability as follows:

a. The degree to which the Contractors' assistance provided is:

- Instrumental to completing a transition effort, bringing about savings for the Government and / or reducing the time to transition.
- Timely and volunteered rather than as a result of government direction.
- Reliable and consistent such that other NGEN providers are able to depend on the Contractors cooperation as needed to effect a successful transition effort.

- Able to conserve NGEN provider resources.
- Able to conserve Government resources, e.g. Government participation in Contractor meetings is reduced, the need for Government oversight is reduced, and the requirement for the Government to procure additional services is eliminated.

b. The degree to which the Contractors' engagement:

- Contributes to reduction or elimination of rework because deliverables are fully integrated and coherent.
- Includes Contractor initiated activities, not directly required or upon Government request, and had a direct positive impact on the transition.
- Encourages other providers to advocated the Contractors' decisions resulting in a successful transition.
- Encourages other providers to participate throughout each transition effort.

c. The degree to which the Contractors' accountability:

- Keeps all parties informed of current status to include setbacks and issues.
- Results in conflict resolution of NGEN Contractor disagreement without Government involvement / resources.
- Results in its acceptance for responsibility of conduct during the transition effort, in interacting with other Providers, for owning up to errors and mistakes.

6.2.1.3 Phase-In Services.

Contractor Phase-In services are in the Planning, Pre-Execution, and Execution activities required to complete the transfer of responsibility of services that affect both NGEN globally and are performed locally at the sites. Planning optimizes the effort for completing the Phase-In. Pre-Execution prepares and readies for the Phase-In. During Execution the Contractors deliver discrete projects to incrementally assume full operational responsibility (AFOR) for the NGEN services and sites. The Contractor's Phase-In performance during each evaluation period will be judged in the following primary categories:

6.2.1.3.1 Monitoring and Control: The Government will monitor the Contractor's in place processes and controls for tracking to or exceeding its prescribed transition schedule and milestones for delivery of planning deliverables, pre-execution activities, AFOR of the sites and services, and review and reporting requirements.

6.2.1.3.2 Phase-In Planning Services. The Contractors shall deliver a Phase-In Plan (PIP) and associated Detailed Phase-In Project Plans including the Phase-In schedule to transfer the services, tools, ITSM processes, assets, and facilities from the incumbent without

disrupting end-user services within the NGEN multi-provider community. The Contractors will be evaluated in the following Phase-In planning areas:

a. Delivery of quality planning artifacts per the Contractor developed Phase-In schedule.

b. Feasibility of the Phase-In approach for the contract segments to realize simultaneous AFOR of the NGEN infrastructure and services – globally, service desk, and per site – as coordinated among the providers.

c. Establishing innovative and efficient plans to achieve transition without a loss of NMCI service to the user or a site.

d. Integrating any segmentation of the infrastructure and services, as determined by the Government, to facilitate seamless transition of end-to-end system performance (validated through End User Availability, Network Availability, and Incident Resolution).

e. Creating, implementing, and improving Readiness Templates complete with suitable re-useable tools, e.g. templates, check lists, reports, sign off sheets, etc., necessary to track progress towards and to AFOR of the NGEN profiles.

f. Satisfaction of the Phase-In planning deliverables are applicable to the NGEN environment and customizable to the site or set of services / technical activities being phased in.

g. Adhere to Government agreed upon Phase-In Project Schedules. Contractor provided status of: (a) planning deliverables against planned delivery dates, and (b) Global, Service Desk, and Field services AFOR against planned AFOR dates. The government will assess timelines, resources, and activities.

6.2.1.3.3 Phase-In Pre-Execution Services. The Contractors shall complete Pre-Execution activities on the schedule identified with the Contractor provided PIP, the Phase-in Detailed Project Plans, and the associated Readiness Templates. For each Phase-In Project, the Readiness to Transition Review (RTR) Package presents evidence for completing the pre-execution activities identified within the Detailed Phase-In Project Plans and associated Readiness Templates. The Contractors will be evaluated on the following Pre-Execution areas:

a. Successfully completing comprehensive Systems Engineering Technical Reviews (SETR) events, e.g. Preliminary Design Review (PDR) and Critical Design Review (CDR) and Readiness to Transition Reviews (RTR). Upon successful conclusion of an RTR, the Contractors will have Government approval to AFOR on the agreed upon dates for the services and sites presented at the RTR.

b. Completed readiness activities identified within the Contractors' Phase-In Plans, Detailed Project Phase-In Plans, and Readiness Templates.

c. Anticipate and mitigate delays to enable achievement of the agreed plans.

6.2.1.3.4 Phase-In Execution Services. During Execution the Contractors deliver discrete projects to incrementally AFOR for the NGEN services and sites. In accordance with the QASP, exceeding thresholds in the quality level dictates that the Contractor exceeds the agreed upon schedule to AFOR the services and sites. The Government will evaluate the timely and successful execution of the phase-in via the Readiness to Transition Review (RTR) process and Interim Progress Reviews (IPR).

6.2.2 Phase-Out Services: The Contractors transfer the NGEN services and infrastructure to future Successors. The Contractors' Phase-Out Services performance will be evaluated on its effectiveness in assisting the Government with the planning, preparing, and executing a cost-effective and timely Phase-Out. The Contractor will be evaluated in the following areas:

a. A Phase-Out Plan to provide the approach to transfer the services, tools, ITSM processes, assets, and facilities without disrupting end-user services to the NGEN Successors.

b. Completion of work-in-progress to reduce the transfer of impartially met requirements.

c. Expedient incorporation of transition business rules into the NGEN processes and supporting tools to support the transfer of operational responsibility.

d. Full cooperation with all NGEN providers, to include incumbent, Government and Successor to effect a successful transition.

e. Ensure continuity of services during the transfer of service delivery responsibilities.

6.3 Management Performance

The PWS provides details on the performance requirements for the services that comprise the ES and TXS contract segments of the NGEN Program. The Contractors' performance in this factor will be evaluated based on its effectiveness in assisting the Government with the planning, training, and executing of transition services provided under the contract to either Government personnel or a Successor Contractor. The Contractors' management performance during each evaluation period will be judged in the following primary categories:

6.3.1 Overall Program Management. Management demonstrates a high degree of foresight into program planning, depth of analysis, accomplishment of tasks, advance identification of problems and problem resolution, integrating total program concept, and a comprehensive management approach.

- a. Responsiveness to government comments and requests for action.
- b. Problem identification and incident resolution.
- c. Communication that facilitates rapid exchanges of information and resolution of problems.
- d. Quality and timeliness of responses to high priority action items.
- e. Subcontractor management, extent to which the contractor has exceeded the subcontracting participation requirements as well as meaningful contribution to the subcontractor tasks.

6.3.2 Modernization and Innovation. As technologies evolve the DON will look for the Contractor, in partnership with the Government, to recommend areas for modernization which permit operations to be conducted at lower costs and/or higher efficiency.

- a. Incorporation of process improvements that result in improved schedules and/or improved performance.
- b. Technical Refresh Plan (TRP).
- c. Data center consolidation.
- d. Server virtualization.

6.3.3 Asset and Configuration Management.

- a. Timely execution of processes for infrastructure.

6.3.4 Program Planning and Scheduling. Critical milestones are planned as early as possible to provide for maximum program contingency time.

6.3.5 Contractor Cooperation / Integration. The Contractors will be required to work together, along with the Defense Information Systems Agency (DISA) and other Government organizations, to deliver the end-to-end solution and to support the metrics.

a. Seam Management. The Government will evaluate the Contractor on the effectiveness of their support for execution of ITSM processes, automation and the operation and maintenance of supporting tools.

b. The Government will evaluate the Contractor to determine if the Associate Contractor Agreements (ACAs) were executed to ensure sustained, uninterrupted end-to-end quality of services.

c. The Government will evaluate the Contractors on their ability to collaborate with each other and any other service providers to provide common management of the services to accomplish a fully coordinated, simultaneous phase-in and sustainment.

6.3.6 Service Desk Services. In accordance with SLRs, exceeding thresholds on the effectiveness of their support for the operation and maintenance of service desk elements including innovation and new technology in end user and network incident resolution, average speed to answer, average speed of response and first call resolution, and efficient use of other services supporting the Management Domains.

6.3.7 Data Storage Services. In accordance with SLRs, exceeding thresholds on the effectiveness of their support for the operation and maintenance of data storage elements including File Shares Server Availability, File Shares Performance and efficient use of other services supporting the Management Domains and the performance of data storage services to meet availability, capacity, administration, protection and data transfer metrics.

6.3.8 Timely and Accurate Management Reporting. The Contractor shall provide overall compliant submission of CDRLs and RAPT requests. Specific areas that will be evaluated are:

a. Timeliness of CDRLs submissions.

b. Timeliness of RAPT requests, within 30 days of receipt of final Government requirements.

c. Frequency of submissions requiring rework.

d. Delivery of required content in submissions.

e. Quality of proposal submissions.